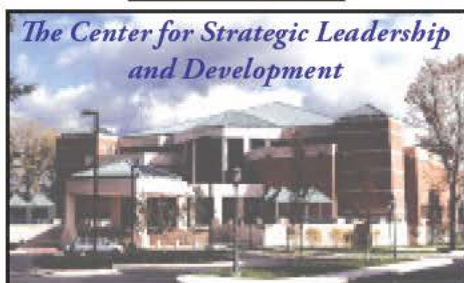
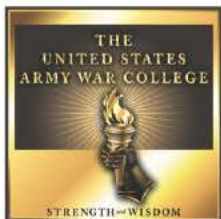


COLLINS CENTER UPDATE

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The Strategic Broadening Program (SBP)

*Lieutenant Colonel Mike Shekleton
Strategist Development Division, CSLD*

The Strategist Development Division (SDD) conducted the first Strategic Broadening Program (SBP) course at the U.S. Army War College from 27 July through 29 August 2014. The course had 15 students: 3 Captains, 3 Sergeants Major, 2 Chief Warrant Officers, and 7 Majors. Overall, the course was a success and the students were very complimentary about the war college faculty and the course.

The Center for Strategic Leadership and Development (CSLD), United States Army War College (USAWC) was directed to develop and execute the SBP as part of the HQDA Broadening Seminars program. The overall program was designed to support the 2013 Army Leader Development Strategy (ALDS), which guides the

Army to provide broadening opportunities to "develop the broader mindsets required for challenging environments." The origin for the program can be traced back to 2012, when the Army approved the University of North Carolina Summer Fellows Pilot Program. The 5-week program was designed to "expand the participant's understanding of the military's role in national security and the application of all elements of power in securing national interests." In 2014, the program transitioned to the HQDA G-3/5 and expanded to five sites. Three civilian universities, Fort Leavenworth, and the USAWC were selected to develop programs and conduct a single class in AY14. There were more than 600 applicants for the program, and each applicant had to obtain a general officer endorsement to be considered for the program. Approximately 120 Soldiers and DA civilians were centrally selected by the Department of the Army to participate in the program.



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The USAWC SBP consisted of five weeks of instruction that included core strategic studies instruction, a capstone strategic issue project, a guest speaker program, and four staff rides. The core instruction covered fundamentals of strategy, policy & grand strategy, institutional and theater strategy, and applied case studies. This instruction was provided by Dr. Mike Matheny and LTC Mike Shekleton, both from the Basic Strategic Art Program (BSAP), and by Dr. John Bonin and Major Jason Warren, both from the SDD. The instruction was supplemented by expert guest speakers from Washington DC and from across the USAWC. LTC Shekleton and MAJ Warren led the students on their first of four staff rides: a three-day National Capital Region Interagency Staff Ride which visited the Office of Management and Budget, the National Security Council staff, Capitol Hill, the Pentagon (Army Staff, Joint Staff, and the Office of the Secretary of Defense for Policy), and a Washington DC think tank. LTC Brent Kauffman, Strategic War Gaming Division, and MAJ Warren led a two-day New York City Strategic Staff Ride that included: visits to Wall Street, the Federal Reserve, and the Associated Press, along with a session with General (Ret.) Petraeus. During their last two staff rides, Mr. Steve Knott and Mr. Kevin Dixon (Strategic Outreach Division) provided battlefield staff rides to Antietam and Gettysburg, exploring insights on the operational and strategic leader challenges from these civil war battles. The seminar was optimized to facilitate in-class discussion, small group work, and visits to the centers of American national power. It also took advantage of the unique strategic education capability and capacity that the USAWC is able

to leverage. Student comments noted these unique capabilities and overwhelmingly praised the program and the faculty. Overall, the Strategic Broadening Program meets the Chief of Staff of the Army's intent to enhance broadening opportunities for our leaders by successfully equipped them with the tools and perspectives needed to bridge the gap between their tactical/operational background and the future challenges of operating at the strategic level of war and policy.

CSLD

Strategic Leader Staff Ride (SLSR) Program Update

Colonel John Valledor

*Director, Senior Leader Development
Division, CSLD*

In 1957 the social psychologist, Leon Festinger, published a ground breaking treatise – *A Theory of Cognitive Dissonance*.¹ In it, Festinger posits the theory that “dissonance” (inconsistency) arises in individuals from logical inconsistencies, cultural mores, and inconsistency between a cognition and a more encompassing understanding and past experiences. In the context of decision making, Festinger proposes that dissonance or discomfort arises after a choice has been made. In other words, if the decision is important, alternatives not chosen are attractive and the degree of overlap is low, the post decision dissonance is stronger. So, to reduce post-decision dissonance, an individual may change or revoke the decision, change the attractiveness of the alternatives (e.g., by magnifying the importance of the chosen alternative and minimizing the attractiveness of the unchosen alternative) or establish a cognitive

overlap.² One does not need to gaze far to find fresh examples of cognitive dissonance theory. News headlines are rich with examples of modern day decision makers experiencing cognitive dissonance when they refuse to acknowledge the attractiveness of the unchosen alternative in spite of overwhelming evidence rendering their strategic decisions factually inconsistent with the facts at hand. On July 1, 1863, the generals leading the Army of Northern Virginia had pre-decided that a small town sitting astride key road crossings along the Susquehanna Valley – Gettysburg – was lightly defended by Union militia. However, lower ranking commanders in visual and direct fire contact with Gettysburg's defenders began to send reports up the chain of command that suggested the town was actually defended by soldiers from the Army of the Potomac. Stubbornly biased by recent experiences, exercising what some would call poor pattern recognition and refusing to acknowledge that the facts on the ground (unchosen alternative) were indeed factual, Confederate Generals stumbled into a three-day series of highly lethal tactical engagements that would transform the rolling hills of south central Pennsylvania into the bloodiest turf on the North American continent.

The theory mentioned above is but one of many realizations that emerge by participating in the U.S. Army's premier SLSR program. Recent participants including the FBI's Criminal Intelligence Division, Hearst Media, and the Packaging Corporation of America were treated to not only a fun and unique team building event, but were exposed to a deep bench of highly knowledgeable

1. Festinger, Leon, *A Theory of Cognitive Dissonance*, Stanford, CA: Stanford University Press, 1957.

2. Metin, Erim, Camgoz, Metin Selim, The Advances in the History of Cognitive Dissonance Theory, *International Journal of Humanities and Social Science*, Vol 1, No. 6, June 2011, p. 132.

U.S. Army War College historians. The experience led key industry senior executives to attain relevant epiphanies about enduring leadership challenges – the true benefit of this staff ride experience. With great skill the historians use their intricate knowledge of the details behind Gettysburg's three-day battle to intellectually "bridge" leadership lessons from Civil War generals to modern day industry policy makers. The historians that lead industry executives through this staff ride are the center of gravity of this unique program. All participants walk away with a better appreciation of the quality of instruction at the U.S. Army War College, better knowledge of their Army writ large and a newly found sense that leadership challenges transcend organizational types from the military to the private sector.

— CSLD —

Supporting Djibouti's National Vision 2015: Developing a National Military Strategy

***Professor B.F. Griffard and
Professor Bert B. Tussing***
*Center for Strategic Leadership and
Development*

Strategically located in the Horn of Africa, Djibouti is bordered by Somalia to the south, Ethiopia to the west and Eritrea in the north. As a result of its location on the Gulf of Aden and the Bab-el-Mandeb at the southern entrance to the Red Sea, it is a major transshipment and refueling center, and serves as Ethiopia's opening to the sea for its imports and exports. Independent since its separation from France in 1977, Djibouti has leveraged the benefits of its location to attract the international investment so badly needed to upgrade and maintain its maritime trade infrastructure.

Recently, the national government has sought to codify and expand upon this strategic advantage by publishing its *National Vision 2035*. With that publication, the Djiboutian military is faced with a concurrent task of developing a defense strategy in support of the *Vision's* national interests.

With a goal of publishing a National Military Strategy (NMS) by the close of 2015, the Djiboutian defense staff requested assistance from the U.S. Embassy's Office of Security Cooperation, and from the Commander, Combined/Joint Task Force-Horn of Africa (CJTF-HOA) for guidance in developing a strategic planning process. In turn, CJTF-HOA asked the U.S. Army War College to conduct a Strategy Development Workshop with a joint delegation of Djibouti's security forces. Composed of senior officials of the Djiboutian Army, Air Force, the Coast Guard, and the Navy; the Gendarmerie; the National Police; and the Republican Guard, the workshop was focused on facilitating the country's desire to publish a national military strategy in the timeframe laid out by their leadership. Professors Bernard F. Griffard and Bert B. Tussing from the U.S. Army War College Center for Strategic Leadership and Development, serving as a U.S. Africa Command (USAFRICOM) traveling contact team (TCT), shared insights developed over time in strategy development models designed to achieve military objectives in support of national security ends. Throughout the workshop, participants were able to examine the theoretical concepts being discussed against the draft components of the strategy under development.

The existence of National Vision 2035 and identified national interests allowed workshop participants to

apply the Ends-Ways-Means process to real national security issues. With a clear picture of the Djiboutian strategic environment and the country's national interests, the participants were able to take a first cut at categorizing the identified national interests as Vital, Important, or Peripheral. This allowed for the development of initial military objectives, concepts and resource requirements.

A national military strategy is the vehicle to communicate military's needs to the civilian sector. The workshop attendees successfully grasped the strategic planning processes necessary to develop such a strategy in support of the country's national interests. Concurrently, they came to understand that simply applying the military element of power, divorced from its diplomatic, informational and economic counterparts, would seldom, if ever, result in a viable solution to a strategic problem. By extension, the participants realized that patience will be required since the actual timeline for implementation of the national military strategy will be impacted by resource constraints and the pressures from competing stakeholders.

Participants were clearly aware of synergies that could be developed beyond the capability and capacity of Djiboutian civil and military security efforts. Reflective of this, the discussants pointed to efforts of Regional Economic Communities, the African Union, the European Union, and the United Nations, envisioning a role for Djibouti in/with all of them. The immediate benefits accrued through regional military cooperation, especially those contributing to regional stability, have proven to be advantageous over the "stand-alone efforts" of individual countries. The U.S. Country Team promotes every opportunity for Djibouti and

its neighbors to advance this line of thinking.

This initiative was distinguished from similar events the USAWC TCT had recently conducted in Africa, in that the participants were much farther along in their preparations. As such, it is not certain that the three-phased program that has characterized previous efforts will be necessary to achieve the Djiboutian's desired ends. Nevertheless, Djiboutian and U.S. leaders in the region indicated a desire for the USAWC's instructors to return for at least one more session. The workshop was summed up succinctly in a missive from CJTF-HOA's U.S. Embassy liaison to the Commanding General, CJTF-HOA, as "defense institution building at its best."

CSLD

Combined/Joint Force Land Component Commander (C/JFLCC) Course 3-14

Professor B.F. Griffard

Senior Leader Development Division

The dynamic pressures of the modern global political-military environment place requirements on senior leaders to maintain high levels of professional competency. When Congress passed the 1986 Goldwater-Nichols Department of Defense Reorganization Act, the military Services were dragged from operational cooperation to Jointness. With the end of the Cold War and its accompanying force downsizing, the concept of coalition warfare received renewed emphasis. Operations Desert Storm, Enduring Freedom and Iraqi Freedom have firmly established the concept of Combined and Joint operations into our warfighting structure. Within both the domestic and international arenas, military commanders are being thrust into missions to support civilian authorities, with the requirement

to navigate the complexities of the interagency and intergovernmental worlds.

Recognizing the leadership challenges resulting from these dynamics, the Chairman, Joint Chiefs of Staff (CJCS) and the individual Service Chiefs invigorated senior professional military education with Combined/Joint Force Functional Component Command courses designed to "... prepare one-, two-, and three-star officers from all Services for theater-level combat leadership." (App. L to Encl. E, CJCSI 1800.01D) To meet this requirement the Chief of Staff, Army tasked the Commandant, U.S. Army War College (USAWC) to establish the Combined/Joint Force Land Component Commander (C/JFLCC) course.

Conducted triannually, C/JFLCC course attendees reflect the joint, interagency, intergovernmental, and multinational (JIIM) environment within which land component commanders must operate. Though all courses have international military participation, the July C/JFLCC course reserves half of its available seats for international partners. The course was conducted July 21-25, 2014. General and flag officers from the four U.S. Services were joined by the Department of State Foreign Policy Advisor to U.S. Army Special Operations Command (USARSOC) and senior officers from nine partner countries. Representing Brazil, Canada, Chile, France, Germany, Japan, New Zealand, Nigeria, and the United Kingdom, these officers were active contributors both in plenary and breakout sessions.

During the five days of the course, participants were exposed to high level civilian and military speakers from government, international organizations, and the media. The course opened with Lieutenant General James Huggins, the G-3, U.S. Army, sharing

his thoughts on future Army operational-level roles, mission capabilities, resourcing and Army leader strategic effectiveness. He was followed by Mr. Robert Scher, Acting Deputy Under Secretary of Defense, who discussed how land intervention discussions are framed for national decision makers. Other speakers throughout the week included the Commanders of the Army's Forces Command and Training and Doctrine Command, and members of the Army Staff who discussed the legal, intelligence and sustainment challenges facing today's land component commanders. Representatives from the International Committee of the Red Cross addressed international humanitarian law and the notion of direct participation in hostilities. Of particular value was participation in a practical exercise that addressed land component command challenges within an East African scenario. Broken into small group seminars, the participants had to address the commander's role in the operations process to understand, visualize, describe, and direct.

C/FLCC 3-14 appropriately concluded with a discussion of coalition operations. Using Operation Serval, the 2013 French intervention in Mali, as the vehicle, Major General Pat Donahue, former Commander, U.S. Army Africa, and Colonel Jean-Pierre Fagué, Coalition Operations Officer, provided valuable insights on building and sustaining a coalition operation.

Both the U.S. generals and their international counterparts who graduated from C/JFLCC 3-14 gained an appreciation for each other's abilities, and left with a better understanding of how to address the challenges of land component command in today's vague, uncertain, complex, and ambiguous operational environment.

CSLD

Strategic Assessments and Operations Division

Colonel Tom Hayes

Director, Strategic Assessments and Operations Research Division, CSLD

The Strategic Assessments and Operations Research Division (SAORD) of CSLD provides analytical support to USAWC. Analytical support includes developing methodologies and study design, database design, simulation, spreadsheet assistance, coding (Visual Basic, other languages), wargaming, assessments, survey design, model development, and probability and statistics...all aimed at improving decision making across a wide array of strategic, operational, and managerial problems. An overview few of SAORD's recent projects:

- SAORD is developing and building a deployment model for use in the Basic Strategic Arts Program (BSAP). The model will assist BSAP students in deployment planning and understanding the complexities of joint force deployment, air and sea port throughput capacities, phased timelines, and risk associated with prioritization decisions.
- SAORD, in support of the Assistant Commandant's office, is developing a cost model methodology for the Army War College in coordination with USAWC G8. When developed, the cost model will help the Commandant make cost informed decisions about USAWC's programs, courses, and associated overhead in USAWC's school, centers, and institutes.
- SAORD designed, supported, and analyzed two wargames in the strategic wargaming series: Pacific Options and Pacific Partners. The associated reports are scheduled for release the first week of November 2014. SAORD also provided survey,

assessment, and office productivity support to Senior Leader Seminars I and II and to the Executive Leader Course (ELC).

- SAORD is designing and will facilitate a spring elective course titled "Decision Analysis for Senior Leaders." The elective will use both qualitative and quantitative methodologies to help decision makers identify and select courses of action and solutions to challenging strategic problems. The course will feature an in-depth exploration of a Harvard Business School methodology. The students will also be exposed to the Army's three large analysis centers and how to leverage quantitative analysis across the Army.

For information on how to leverage SAORD analytical support for your organization, please contact Colonel Tom Hays, 717-245-3217, thomas.a.hays.mil@mail.mil.

— CSLD —

Strategy Education Conference

Colonel John Valledor

Director, Senior Leader Development Division, CSLD

On 22-24 September 2014, the Center for Strategy Leadership and Development used Collins Hall as the venue for an inaugural conference to address the following question: "*How do we continue to empower distributed education of strategy across the U.S. Army education enterprise while ensuring coherency in the fundamentals of strategy?*" Conferees included a broad representation of subject matter experts from across the U.S. Army including, the U.S. Military Academy, Headquarters, Department of the Army G-35 (DAMO-SS), the Command and General Staff School, the School of

Advanced Military Studies, the Army Research Institute (ARI), Training and Doctrine Command's (TRADOC) Army Capabilities Integration Center, National Guard Bureau, the Office of the Chief of Army Reserves and many faculty Directors and staff from the U.S. Army War College Directorates – all helping to form the creation of a new Community of Interest (CoI) for the education of strategy across the Army's education enterprise.

Coincident with a pre-conference welcome letter, the Commandant, U.S. Army War College directed that the conferees work to achieve consensus and agreement on the following two points: an Army definition of "Strategy," and a foundational framework for the education of strategy. With these conference deliverables identified, conferees executed a day-and-a-half series of discussions which allowed the formation of a common sight picture on the education of strategy – from pre-commissioning through the progression of an Army officer's career along the current Professional Military Education (PME) road map. Furthermore, using Bloom's taxonomy as the reticle to frame cognitive learning objectives in the education of strategy coupled with the ARI's research findings on strategic thinking competencies and enablers, conferees were better able to identify potential gaps and overlaps in pedagogy of strategy.

Within an atmosphere of spirited yet collegial discourse, conferees exchanged ideas and reviewed multiple definitions of strategy and associated models from sources that included a foundational definition by Sir B.H. Liddell Hart, considered by some the "*Clausewitz of the 20th Century*," the current Chairman of the Joint Chiefs of Staff (CJCS) doctrinal definition and a U.S. Army

War College benchmark – Arthur F. Lykke’s “ends-ways-means” model. In the end, conferees tentatively achieved general consensus and agreement on the lexicon of “strategy” and constructed three draft definitions for further review and consideration, one general and two nested to the national and military strategy domains respectively:

Strategy. The alignment of ends, ways and means – informed by risk – to attain goals.

National Strategy. The alignment of ends, ways and means to attain national policy objectives.

Military Strategy. The art and science of aligning military ends, ways and means to support national policy objectives.

Pursuing their second conference objective – a foundational framework for the education of strategy – conferees developed a rendering that uses the Army Leader Development Strategy (ALDS) as the conceptual blueprint to illustrate their gained collective insights, see Figure 1. Using the metaphor of a Greek temple, this

rendering uses as its base a “strategic mindset” consisting of seven strategic thinking enablers and six strategic thinking competencies to support the apex, or objective on top the temple. The goal of this U.S. Army strategy education hierarchy is the creation of officers capable of performing as “strategic thinkers” – successfully demonstrating aptitude in their roles as leaders, advisors to senior policy makers, theorists, practitioners and planners of strategy. Taking a cue from the ALDS, conferees recognized that learning is not just limited to education alone and that experience and training each equally contribute to a holistic understanding of learning – depicted here as a Venn diagram watermark. Lastly, the framework includes a depiction of the PME hierarchy with its associated Bloom’s taxonomy of cognitive learning objectives that officers strive to achieve as they ascend the existing education system throughout their careers.

Conferees concluded this inaugural event by outlining the following observations and recommendations:

- Formally establish this Strategy Education Community of Interest (SE CoI) as a subordinate working group within TRADOC’s Army Learning Coordination Council (ALCC).
- The SE CoI meet on a quarterly basis to formally integrate feedback received from the Army writ large. Specifically, finalizing the proposed definition of strategy and associated foundational education framework highlighted here. The approved definition of “strategy” would be formally adopted by the U.S. Army War College and the SE CoI should strive to gain acceptance of this definition across the Army and the Joint Force. Lastly, establishing an assessments model for the strategic thinking enablers and competencies proposed here.
- Inform the Joint Staff (JS), J-7 Officer Professional Military Education (OPMEP) developers and managers on the outputs of this SE CoI.
- Expand membership of this SE CoI to a larger community of interest including Cadet Command, the School of Advanced Leadership and Tactics, TRADOC’s Center for Initial Military Training, JS J-7 OPMEP representatives and sister Service Senior Service College representatives.
- Throughout the deliberations, conferees highlighted that the U.S. Army War College Strategy Formulation Model remains a relevant tool for the education of strategy.
- It was discovered that the education of one subject in particular – economics – was deemed mandatory for cadets at the U.S. Military Academy, yet beyond pre-commissioning this topic is an elective within the PME hierarchy of schools. If this topic

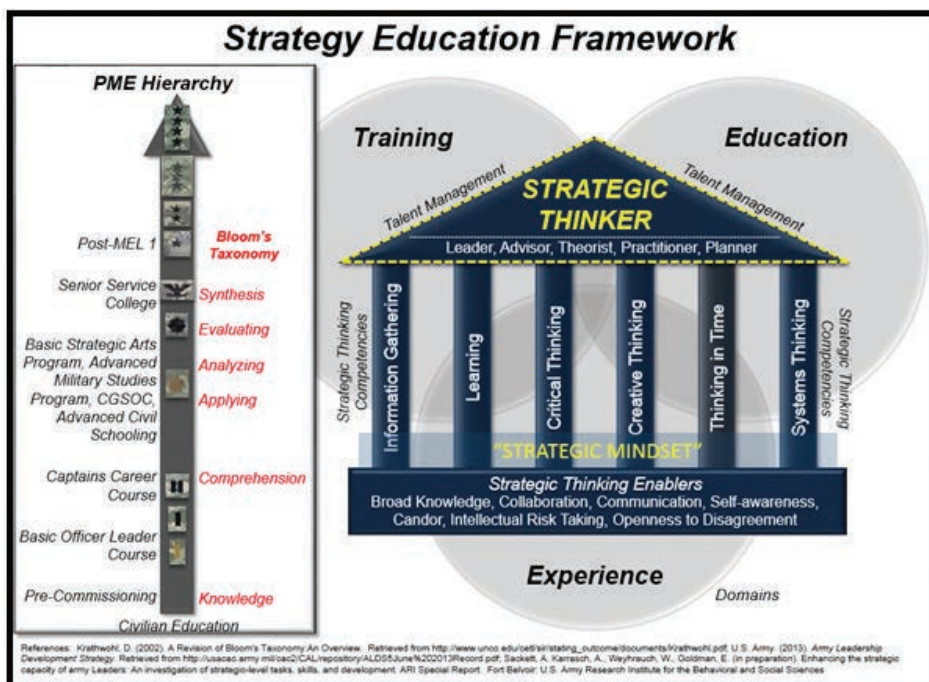


Figure 1: Strategy Education Framework

and others like regional and cultural studies, and the Army as a Total Force are deemed essential, then it probably deserves a re-look within ALCC discussions.

— CSLD —

Unified Quest Deep Futures Wargame

Major James Dougherty

Center for Strategic Leadership and Development

This past August found the U.S. Army Capabilities Integration Center (ARCIC) and supporting agencies once again descending upon Collins Hall and the Carlisle Barracks, as the venue to execute the Chief of Staff of Army's Annual Deep Future Wargame. As with past events, the personnel of Collins Hall and the Center for Leadership and Development (CSLD) provided critical infrastructure and technical backbone support to the wargame. Major Erica Iverson's Army War College Banner article below, captures the scope and importance of the wargame series.

As this issue of the Collins Center Update goes to print, preparations are already underway for the 2015 series which may see the incorporation of the USAWC Deep Futures elective course playing a vital role in the wargame.

Wargame to Examine the Fall of a 'Megacity'

Major Erica Iverson

Army Capabilities Integration Center

It's 2035, and a city of more than 10 million people is in a state of crisis plagued by insurgency, internal corruption and struck by a natural disaster in the form of a major flood.

The challenges, opportunities and potential approaches for the U.S. Army to conduct operations in such a complex environment was the focus of the Deep Futures Wargame Aug.

17 through 22 at Carlisle Barracks, Pennsylvania.

The wargame is the culminating event in Unified Quest 2014, the Army chief of staff's future study plan, which examines a variety of feasible mid- to long-range strategic and operational settings and explores a broad set of ideas about future conflict.

Unified Quest is a series of rigorous intellectual planning seminars, symposia and forums with representatives from the Department of Defense, government agencies, academia and subject matter experts who examine how the future Army must adapt, evolve and innovate in the face of a rapidly changing and complex world.

"The key to the Army's exploration is examining the continually changing character of war, the role of conventional and special operations forces in the land domain and finding gaps in capability and capacity," said Colonel Kevin Felix, chief of Future Warfare Division.

The wargame is a continuation of an effort started in 2013 to anticipate the enduring and emerging challenges and opportunities for the Army in 2030-2040.

Throughout the weeklong event, participants will provide specialized insights into several strategic and operational challenges and identify shortfalls in Army capabilities, ultimately determining on how the Army must operate, educate, train, organize and equip its force to inform future concept and capability development.

During his recent address to the West Point Class of 2014, Army Chief of Staff, General Ray Odierno, emphasized the importance of megacities and the role of future leaders.

"...megacities present a unique operating environment: the scale, density, connectedness and complexity far greater than anything the joint force

has ever faced," Odierno said. He further emphasized to the Army's newest leaders that because megacities are projected to double in the next 10 years, there is a high likelihood that they will conduct operations in such an environment.

During the wargame, participants will use computer simulations, acting as regionally aligned forces made up of military representatives from U.S. and coalition partners. They will rapidly respond to various scenarios, addressing the unique complexities of rapid urbanization in a megacity. This will better prepare the Army in developing future concepts, capabilities, capacity and doctrine that will help achieve operational success.

Participants will support two groups: an operational working group and an innovation group. The operational working group will replicate U.S. and allied forces and is tasked with planning and executing crisis response and limited contingency operations in support of the host nation. The group will use advanced technologies to improve the force's mobility, protection, lethality and sustainment. They will encounter strategic problems and collaborate to develop solutions based on their various fields of expertise. Specifically, they will examine how an Army should conduct expeditionary maneuver to confront emerging challenges and achieve campaign objectives in support of U.S. national security goals. The innovation group will consider options for force design of the future.

The end state of the Unified Quest 14 Deep Futures Wargame will provide the Army new insights on future conflict, implications for possible scientific and technological investment, and ideas on how to better prepare for the future operational environment.

"Unified Quest explores beyond the boundaries of the known and distills ideas and concepts required for America to retain its tactical, operational and strategic advantage in 2025 and Beyond," Felix said.

CSLD

USAWC support to U.S. Army Central Command

John A. Bonin, Ph.D.

Professor, Concepts and Doctrine, CSLD

At the request of Lieutenant General James Terry, commander Third Army/U.S. Army Central Command (USARCENT), Dr. John A. Bonin, Professor of Concepts and Doctrine, Department of Landpower Concepts, Doctrine and Wargaming, travelled to Camp Arifjan, Kuwait on 16-24 August 2014. The primary purpose of the trip was for Dr. Bonin to participate in the USARCENT

Operation RESOLUTE SUPPORT Rehearsal of Concept (ROC) Drill, 21-21 August 2014. The ROC Drill provided a detailed analysis of all the actions USARCENT and its theater enabling commands were being tasked by USCENTCOM as the theater army to support the drawdown in Afghanistan over a multi-year period. The actual ROC Drill was preceded by three days of staff rehearsals in which Dr. Bonin offered doctrinal advice.

In addition, Dr. Bonin had an office call with LTG Terry on 19 August. During this meeting LTG Terry asked as to the feasibility of the Army War College supporting USARCENT with a periodic Mobile Training Team to educate its staff as to the doctrinal duties of a theater army and Joint Forces Land Component Command (JFLCC). Dr. Bonin also provided a working lunch presentation on 22 August to a select group of ROC Drill participants on current echelon above

brigade doctrine, structures, and Army force (ARFOR) responsibilities. Prior to departing on 23 August, Dr. Bonin met with selected staff officers involved in USARCENT serving as the JFLCC-Iraq. In addition, Dr. Bonin met with Brigadier General Roberts, USARCENT Chief of Staff, for advice on USARCENT's 53% reduction of its headquarters over the next three years. Dr. Bonin met again with General Roberts at on this topic at Major General Al-Balushi's 27 August 2014 induction in the International Fellows Hall of Fame. Other senior officers Dr. Bonin engaged with included MG Gary Cheek, DAG3/5/7; and MG Williams, USARCENT Deputy Commanding General—Support, and Commanding General, 1st Theater Support Command. Dr. Bonin has been invited to ARCENT headquarters at Shaw Air Force Base on 15 December 2014 in order to continue providing advice on Army doctrine and authorities.

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